

FIG - 1

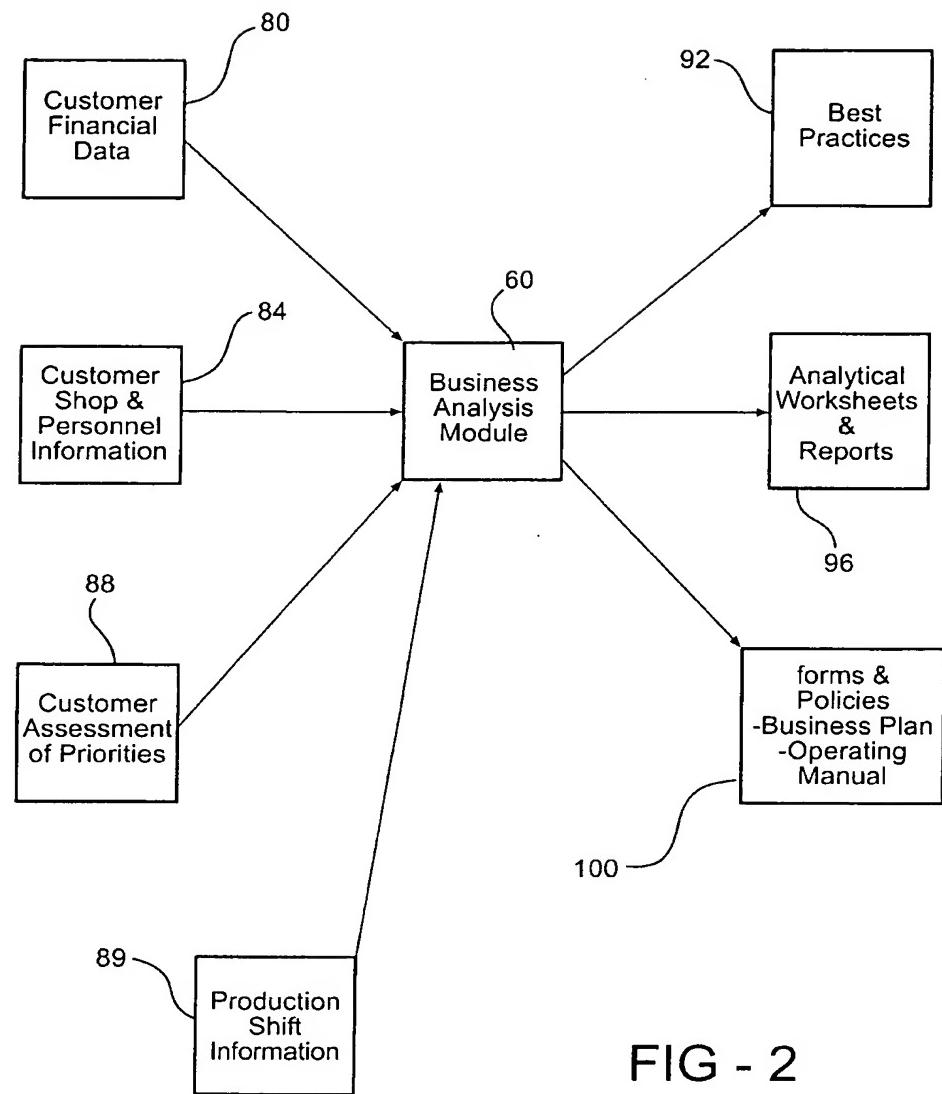
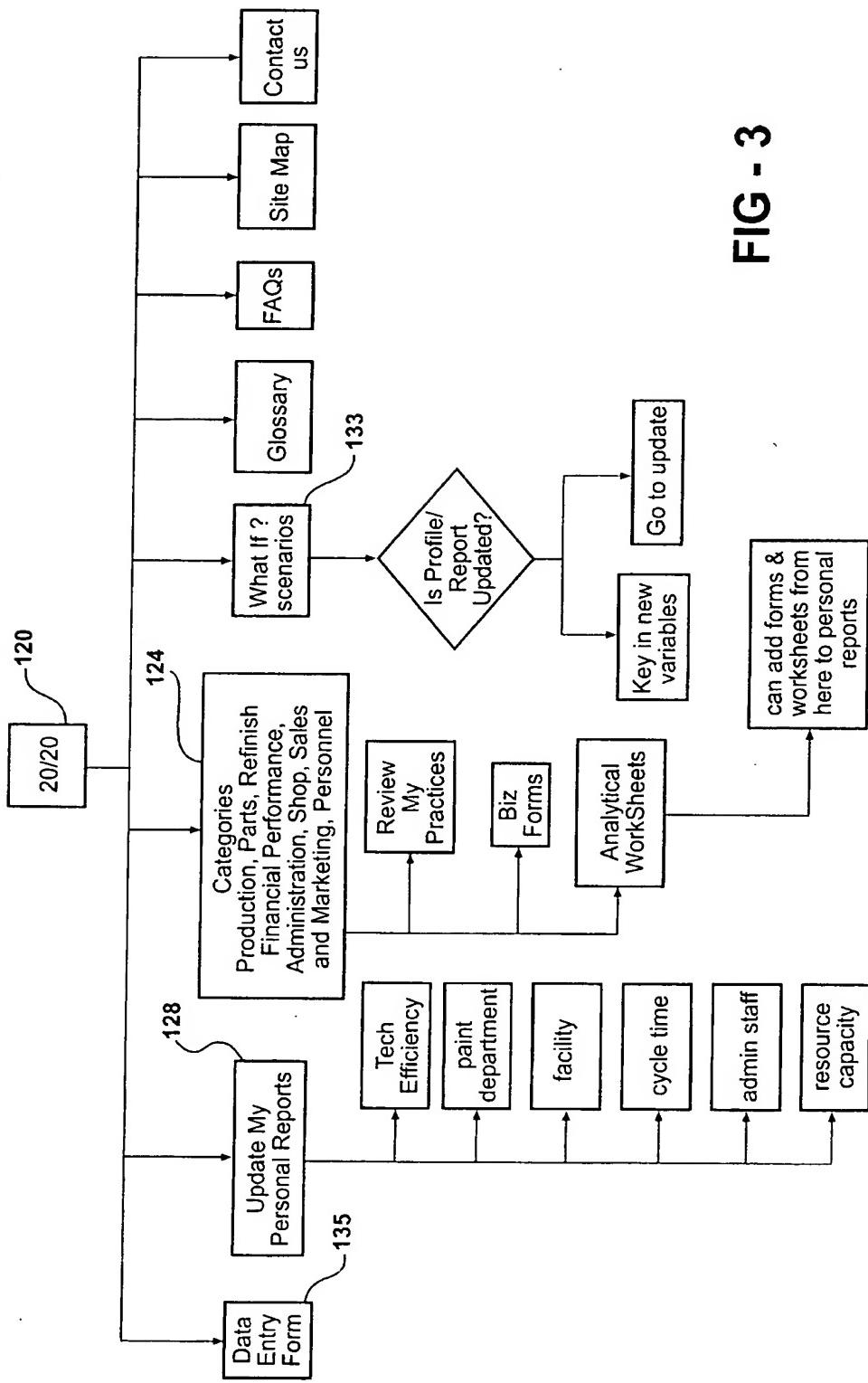


FIG - 2

## SITE ARCHITECTURE

**FIG - 3**

## 2020 Recap: Performance - Priorities - Projections

Performance				200	216
Selected Key Performance Indicators	Your Shop	Ind Guides	Top 25%		
1 Total Sales \$ (Annualized)	\$1,340,000	N/A	N/A		
2 Total Gross Profit Percent	38.5%	40.0%	43.5%	Opportunity	
3 Production Proficiency	115%	135%	150%	Opportunity	
4 Production Staffing Density (Main Shift)	2.3 : 1	2.0 : 1	1.7 : 1		
5 Monthly Sales / Administrative Emp	\$23,500	\$35,000	\$45,000	Opportunity	
6 Monthly Sales / Estimator	\$111,500	\$140,000	\$160,000		
7 Paint Cost / Paint Hr Billed	\$6.50	\$7.00	\$6.00		
8 Monthly Gallons Waste / Paint Tech	5	5	2		222
9 Overall Customer Satisfaction Index	91.3%	90%	95.5%		
10 Gross Profit \$ per Tech Clock Hour	\$27.40	\$35.00	\$45.00	Opportunity	

Priorities				204	240
Business Areas & Priorities In Each	Priority				
1 Financial Measures				244	
2 Financial Performance					Tab 1
3 Sales & Marketing					Tab 2
4 Customer Satisfaction Index					Tab 3
5 Insurance Relations inc. Cycle Time					Tab 4
6 Administration - General					Tab 5
7 Administration - Parts					Tab 6
8 Production - General					Tab 7
9 Production - Refinish					Tab 8
10 Facility - Capacity, Equipment, Layout					Tab 9
11 Personnel inc. Pay Plans & Incentives					Tab 10
					Tab 11

Projections				208	250
Performance Factors	Sales	Gross Profit	GPS Improved		
1 Current Performance (Annualized)	\$1,340,000	\$516,000	N/A		
2 With 10% improvement in Production Proficiency	\$1,470,000	\$540,000	\$24,000		
3 Performance with One Additional Technician	\$1,500,000	\$550,000	\$34,000		
4 With 10% improvement in Parts : Labor Ratio	\$1,400,000	\$530,000	\$14,000		
5 With 2% improvement in Labor Gross Profit	\$1,340,000	\$521,000	\$5,000		
6 With 2% Improvement in Parts Gross Profit	\$1,340,000	\$520,000	\$4,000		
7 With 2% improvement in Materials Gross Profit	\$1,340,000	\$518,000	\$2,000		
8 With Cumulative Impact of All Improvements	\$1,600,000	\$640,000	\$124,000		

Production Workforce Shift Profile				212
Main Shift Only	Main Shift Plus OT or Sat	Main Shift & 2nd Shift	Main Shift, 2nd Shift & Sat	

FIG - 4

300

304

FIG - 5

1

- Instructions:**

  - .. When car enters each step: "—"
  - .. Each day, review all vehicles.
  - 1. If 5 hrs worked, note nothing.
  - .. If not, enter reason for delay.

DRAFT

Source or reasons for delay.	
P1 Parts Delayed	11 Ins Approval
P2 Parts Incorrect	12 Ins Supp Approval
P3 Parts Damaged	13 Other Ins
P4 Parts Fit	14 Other
Cx CUSTOMER	S1 Frame Dept S2 Metal Dept S3 Paint Dept S4 Emp Out S5 Sublet

Note additional days of delay in front of code.  
Example:  
2P2 (2 days for incorrect parts)

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## Sales & Marketing: Selling and Sources of Business

Note: This is the Sales & Marketing 'Sub-Page', the 1st of 11 Sub-pages

N/A	Weak	Avg	Strong
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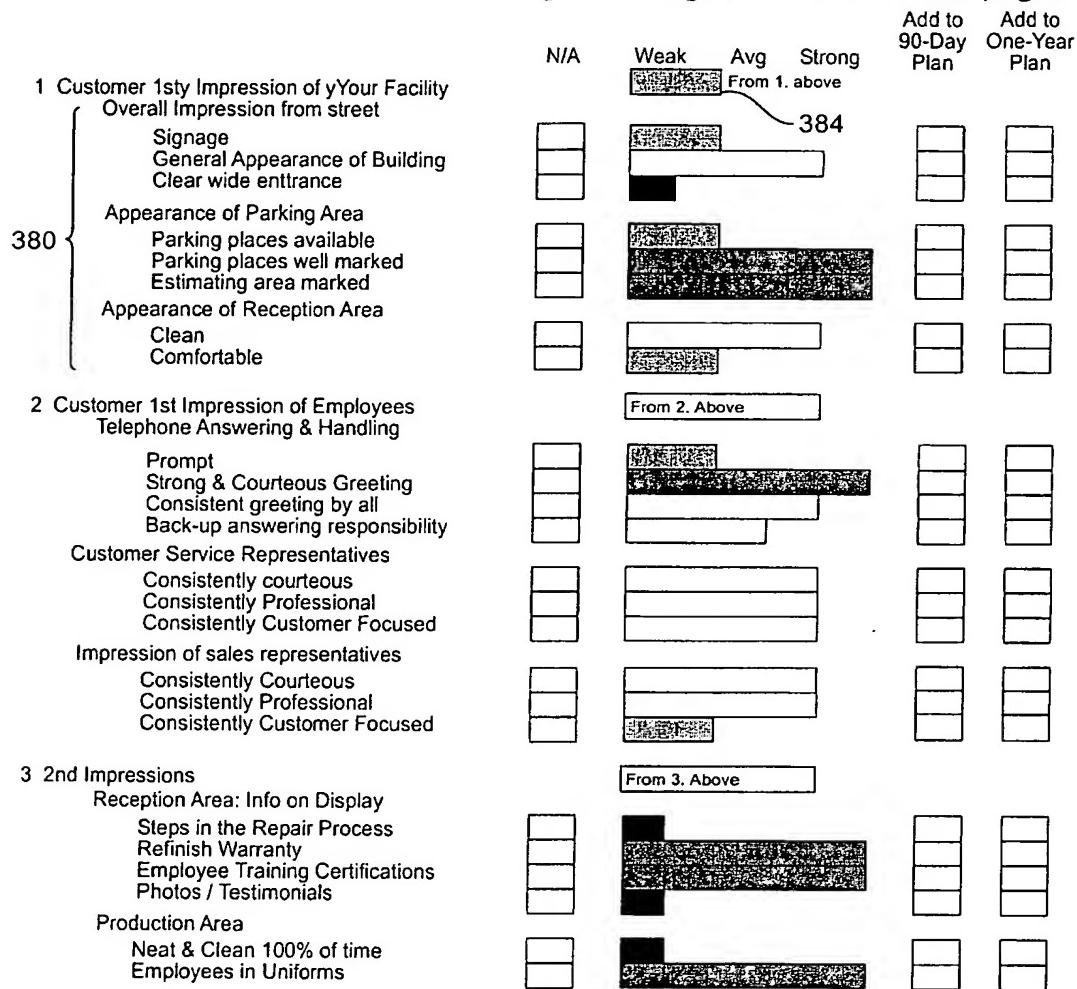
- 1 Customer 1st Impression of Your Facility        
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 350
- 2 Customer 1st Impression of Your Employees        
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 3 2nd Impressions        
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 4 Sales Close % on Estimates Written        
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 5 Maximizing Repeat & Customer Referrals        
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 6 Maximizing Insurance DRP Business        
[Cycle Time Performance \(CTP\)](#) [Link to Unique Cycle Time Measurement Tools](#)  
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 7 Maximizing Employee Referrals        
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 8 Maximizing Dealership & Fleet Referrals        
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 9 Maximizing 'Exposure' of Location        
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 10 Advertising & Marketing Promotion        
[Checklist and Action Planner](#) [Link to Detail Below](#)
- 11 Yellow Pages & Directories        
[Checklist and Action Planner](#) [Link to Detail Below](#)

**FIG - 6**

**Sales & Marketing: Selling and Sources of Business****Note: This is the Sales & Marketing ' Sub-Page', the 1st of 11 sub-pages**

		N/A	Weak	Avg	Strong	Add to 90-Day Plan	Add to One-Year Plan
	1 Customer 1st Impression of Your Facility						
	Overall Impression from street						
	Signage						
	General Appearance of Building						
	Clear wide entrance						
380	Appearance of Parking Area						
	Parking places available						
	Parking places well marked						
	Estimating area marked						
	Appearance of Reception Area						
	Clean						
	Comfortable						
	2 Customer 1st Impression of Employees						
	Telephone Answering & Handling						
	Prompt						
	Strong & Courteous Greeting						
	Consistent greeting by all						
	Back-up answering responsibility						
	Customer Service Representatives						
	Consistently courteous						
	Consistently Professional						
	Consistently Customer Focused						
	Impression of sales representatives						
	Consistently Courteous						
	Consistently Professional						
	Consistently Customer Focused						
	3 2nd Impressions						
	Reception Area: Info on Display						
	Steps in the Repair Process						
	Refinish Warranty						
	Employee Training Certifications						
	Photos / Testimonials						
	Production Area						
	Neat & Clean 100% of time						
	Employees in Uniforms						

**FIG - 7**

**Sales & Marketing: Selling and Sources of Business****Note: This is the Sales & Marketing ' Sub-Page', the 1st of 11 sub-pages****FIG - 8**

**Sales & Marketing: Selling and Sources of Business**

Note: This is the Sales &amp; Marketing 'Sub-Page', the 1st of 11 Sub-pages

	N/A	Weak	Avg	Strong
1 Customer 1st Impression of Your Facility	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
				384
2 Customer 1st Impression of Your Employees	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
3 2nd Impressions	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
4 Sales Close % on Estimates Written	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
5 Maximizing Repeat & Customer Referrals	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
6 Maximizing Insurance DRP Business	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Cycle Time Performance (CTP)</a>		<a href="#">Link to Unique Cycle Time Measurement Tools</a>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
7 Maximizing Employee Referrals	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
8 Maximizing Dealership & Fleet Referrals	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
9 Maximizing 'Exposure' of Location	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
10 Advertising & Marketing Promotion	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		
11 Yellow Pages & Directories	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
<a href="#">Checklist and Action Planner</a>		<a href="#">Link to Detail Below</a>		

**FIG - 9**

## Glasurit Leaders Group - Member Data Entry Form

Name of Business Street Address City, State, Zip	<input type="text"/>	Part of multiple shop ownership group? Yes <input type="checkbox"/> No <input type="checkbox"/> Name of group
Contact Title Phone Fax e-mail	<input type="text"/>	Data covers how many months? Final month of data Today's Date (Mo / Yr)
		Management System(s)
Dealer <input type="checkbox"/> or Independent <input type="checkbox"/> If Dealer, please list primary franchise(s)	<input type="text"/>	Estimating System(s)

## Priorities

Opportunities / Weaknesses vs. Management Strengths			
	Weak	Average	Strong
Financial Measures	<input type="text"/>	<input type="text"/>	<input type="text"/>
Financial Performance	<input type="text"/>	<input type="text"/>	<input type="text"/>
Sales & Marketing	<input type="text"/>	<input type="text"/>	<input type="text"/>
Customer Satisfaction	<input type="text"/>	<input type="text"/>	<input type="text"/>
Insurance Rel & CTP*	<input type="text"/>	<input type="text"/>	<input type="text"/>
Admin - General	<input type="text"/>	<input type="text"/>	<input type="text"/>
Admin - Parts	<input type="text"/>	<input type="text"/>	<input type="text"/>
Production - General	<input type="text"/>	<input type="text"/>	<input type="text"/>
Production - Refinish	<input type="text"/>	<input type="text"/>	<input type="text"/>
Facility-Equip-Layout	<input type="text"/>	<input type="text"/>	<input type="text"/>
Personnel-Pay Plans	<input type="text"/>	<input type="text"/>	<input type="text"/>

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## Facility, Employees &amp; Shift Profile

84	No. of Metal Stalls inc. Frame	<input type="text"/>	84	No. Admin Emp inc. Estimators Memo: No. Estimators	<input type="text"/>		
	Number of Metal Techs	<input type="text"/>					
	No. Refinish Stalls inc. Booth	<input type="text"/>					
	Number of Paint Booths	<input type="text"/>					
	Number of Refinish Techs	<input type="text"/>					
	No. Detailing Stalls	<input type="text"/>					
	No. of Detailing Techs	<input type="text"/>					
	No. Mechanical/Other Stalls	<input type="text"/>					
	No. Mechanical/Other Techs	<input type="text"/>					
	Total # of Work Spaces	<input type="text"/>					
Total # of Technicians	<input type="text"/>						
				Sales Close Rate % Number of RO's for time period	<input type="text"/>		
				Overall Cust. Sat. Index (CSI)	<input type="text"/>		
				Production Dept Square Feet	<input type="text"/>		
				88	84		
					84		
Number of Technicians by Shift / by Day		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		Number of Techs	Average Hours	Number of Techs	Average Hours	Number of Techs	Average Hours
Day Shift Overtime		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Afternoon Shift		<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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FIG - 10a

## Glasurit Leaders Group - Member Data Entry Form

## Sales, Gross Profit, Hours Sold &amp; Hours Worked

Metal Labor Sales \$ Metal Labor Gross Profit \$ Refinish Labor Sales \$ Refinish Labor Gross Profit \$ Frame Labor Sales \$ Metal Labor Gross Profit \$ Warranty Labor Sales \$ Warranty Labor Gross Profit \$ Internal Labor Sales \$ Internal Labor Gross Profit \$ Mechanical & Other GP \$ Mechanical & Other GP \$ Total Labor Sales \$ Total Labor Gross Profit \$  Part Sales \$ Parts Gross Profit \$ Refinish Materials Sales \$ Refinish Materials Gross Profit \$ Sublet Sales \$ Sublet Cost of Sales Total Sales \$ Total Gross Profit \$  Fixed Overhead - Building \$ Fixed Overhead - Admin Staff \$ Variable Overhead \$ Total Overhead \$ Net Profit \$	Metal Labor Hours Sold Metal Labor Clock Hours Refinish Labor Hours Sold Refinish Labor Clock Hours Frame Labor Hours Sold Frame Labor Clock Hours Warranty Labor Hours Sold Warranty Labor Clock Hours Internal Labor Hours Sold Internal Labor Clock Hours Mechanical & Other Hrs Sold Mechanical & Other Clock Hrs Total Labor Hrs Sold Total Labor Clock Hours  Paint Only Cost of Sales Monthly Gallons of Waste Cost to Remove  Door Labor Rate \$ / Hr Mechanical Rate \$ /Hr Mat Allowance / Refinish Hour  Memo: Selected Variable Overhead Values Media Advertising Yellow Pages / Directories Other Promotions Policy Adjustments Training - Admin Staff Training - Technicians
84	80,84

FIG - 10b

\*Value from recent sample  
of 50 shops.

Technician Production Efficiency	Stalls per Technician Main Shift Only
186	1.0
184	1.2
173	1.4
165	1.5
160	1.6
159	1.6
153	1.7
152	1.8
149	1.8
144	1.8
140	1.8
139	1.9
138	1.9
135	1.9
134	1.9
131	1.9
You are here → 130	1.9
129	2.0
129	2.0
128	2.0
124	2.0
122	2.0
120	2.1
120	2.2
119	2.2
118	2.1
117	2.3
116	2.3
114	2.3
113	2.4
113	2.4
112	2.4
111	2.4
110	You are here → 2.6
110	2.7
109	2.8
106	2.9
105	2.9
103	2.9
102	3.0
100	3.0
99	3.0
98	3.0
98	3.1
95	3.2
93	3.2
92	3.2
90	3.5
88	3.5
87	4.0

FIG - 11

237

239

241

243

FIG - 12

Process Hours Programming Guide

( Data Required: Weekly Set-up of Shop Production Hours

412

End of Week Data

“I am a man of my word,” he said.

Total Body Clock Hrs for We
Total Helper Clock Hrs for We
Total Paint Clock Hrs for We

**End of Week Data**

416

Total Body Clock Hrs for Week.  
Total Helper Clock Hrs for Week  
Total Paint Clock Hrs for Week

Start Time	Please Check		Finish Time	Please Check	
	a.m.	p.m.		a.m.	p.m.
	8 x		5		x
	8 x		5		x
	8 x		5		x
	8 x		9		x
	8 x		5		x

Month & Day	9/8
Mon	9/9
Tue	9/10
Wed	9/11
Thur	9/12
Fri	9/13
Sat	9/14
Sun	

Sun	9/14	420	422	424	426	430	428	404	400	406	402	408	410	432	437	434	438	440	442	436	444	441	444	440	442
Customer and Vehicle Data												Customer and Vehicle Data													
Customer Name	Writer / Estimator	R/O#	Job Ins Source	Yr	Make	Model	Total\$ Sold	Mthrs Sold	MIL\$b\$ Sold	Pathrs Sold	Path\$b\$ Sold	Parnts Sold	S Date Keys in	Date PrStart	Date PrFin	Date PrStart	Date PrFin	Date Veh Del	Date Code Delay						
		Ex1						10					8 Sep	8 Sep	12 noon	10 Sep	2 pm	11 Sep							
		Ex2						10					10 Sep	10 Sep	12 noon	12 Sep	2 pm	12 Sep							
		Ex3						12					9 Sep	10 Sep	2 pm	12 Sep	2 pm	15 Sep							

1

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**FIG - 13**